DOWNTOWN PLEASANTON SPECIFIC PLAN

ADOPTED FEBRUARY 7, 1989

Pleasanton Department of Planning & Community Development

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PLEASANTON
SPECIFIC PLAN

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PLEASANTON DEPARTMENT OF
PLANNING AND COMMUNITY DEVELOPMENT

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DOWNTOWN PLEASANTON SPECIFIC PLAN

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CHAPTER 1
EXECUTIVE SUMMARY

The Downtown Pleasanton Specific Plan contains land use, circulation, parking, design, and marketing strategies and public improvements to meet the City's goal of preserving and enhancing the character and business climate of the Downtown area. The boundaries of the Specific Plan area are shown in Figure 1.

The Plan contains recommendations to increase Downtown's share of City-wide sales to 14%, maintain existing levels of financial services, and increase the amount of commercial building space by 25%. Pedestrian-oriented retail uses are to be encouraged along Main Street, Railroad Street and perpendicular streets. Automobile retail and service uses are to be encouraged along First Street. Office uses are to be encouraged along Peters Street and on second floors elsewhere. Housing is to be allowed only in areas designated residential except in some upper floor locations which would not displace needed commercial space.

Circulation improvements totaling $10.3 million are proposed as shown in Table 9 and Figure 7. These include the realignment of the Ray/St. John Street intersection, the extension of Railroad Street and remedial repairs to street paving, curbs, gutters and sidewalks throughout Downtown.

Parking improvements totaling $5.0 million are proposed as shown in Table 9 and Figure 7. These include the consolidation of nine mid-block surface parking lots. The Plan also calls for joint use of existing parking lots, improved signage, and designated employee parking.

Design improvements totaling $2 million are proposed as shown in Figure 9 and 10. These improvements include sidewalk widening, decorative paving, landscaping, street furniture, improved signage, and a pedestrian plaza near the Pleasanton sign at Main and Division Street. The Plan also calls for the future use of the Arroyo Del Valle as a pedestrian-oriented design element.

Public facility improvements totaling $6.7 million are proposed as shown in Table 9. These include improvements to water, sewer, storm drain and utilities.

An increase in spending for promotion and marketing services is proposed for $100,000 per year over a ten year period. Activities proposed include coordinated window displays and facade treatments, additional information brochures, larger promotional events, extended hours of operation, improved signage, coordination of parking spaces, and recruitment of prospective tenants. Advertising and promotional services also

will be used to minimize the effects of construction activities on existing businesses.

Summary of Downtown Strategies

The following are a selection of major strategies the City of Pleasanton will pursue in order to preserve and enhance the character and economic viability of Downtown Pleasanton. A complete listing of these strategies is contained in Chapter 5.

LAND USE

1. Increase the number and variety of specialty retail, apparel, home furnishing/appliance stores, and restaurants.

2. Provide 68,000 additional square feet of new retail space and 112,000 additional square feet of new office space in the Downtown area to meet projected demand.

3. Encourage pedestrian-oriented retail and office uses to locate on Main Street, Railroad Street, and perpendicular streets; automobile-oriented commercial and office uses on First Street; and office uses on Peters Street.

4. Limit all new structures within the Specific Plan area to two stories.

TRAFFIC AND CIRCULATION

1. Upgrade the condition of Downtown streets.

2. Improve facilities for round-the-block turning movements.

3. Improve east-west crossings of Main Street.

PARKING

1. Consolidate land for public parking areas.

2. Maximize the attractiveness of on-street parking along Main Street.

3. Encourage short-term parking on Main Street and long-term parking on side streets and off-street parking lots.

DESIGN

1. Preserve existing historic buildings by adhering to Downtown Pleasanton Design Guidelines for facades and signs.

2. Design new buildings to complement the existing character and diversity of Downtown architecture.

3. Concentrate pedestrian improvements on Main Street including street trees, sidewalk paving, street furniture, pedestrian plazas, and gateways.

PUBLIC FACILITIES

1. Upgrade existing water, sewer, storm drains, and utilities to meet future demands.

2. Improve existing levels of public services commensurate with future demand.

PROMOTION AND MARKETING

1. Maintain an effective organizational structure to promote Downtown activities.

2. Maximize the attractiveness of commercial facades and merchandise visible in store windows.

3. Increase promotional advertising, brochures, events and themes.

4. Extend hours of Downtown business operations.

5. Recruit tenants which complement existing businesses and increase sales.

CHAPTER 2
INTRODUCTION

Downtown is the geographic and cultural heart of Pleasanton. Main Street was settled in the 1840's and, 150 years later, symbolizes the traditional character of American small towns. Despite rapid growth around it, Downtown has essentially retained its original function and image as the social and commercial focal point of the community.

The image of Downtown focuses on Main Street which is characterized by a diversity of historic buildings, a series of wooden walkways and balconies, a canopy of shade trees, and the emblematic Pleasanton sign. Downtown branches out from Main Street in a typical grid pattern encompassing office and service uses, tree lined neighborhood streets, a civic center, railroad tracks, and the Arroyo Del Valle. The objective of this Plan is to preserve the Downtown's historic character while providing for the commercial expansion necessary to maintain its economic viability.

The Pleasanton General Plan includes policies to preserve the character of the Downtown area while enhancing its design potential and expanding retail, office, and housing opportunities. The General Plan map designates the Downtown core area as Commercial and Offices surrounded by High Density Residential in adjacent neighborhoods. These two distinct designations are inadequate to support the complex mix of uses existing and planned for the Downtown area. Therefore, the General Plan calls for the preparation of a Specific Plan to provide solutions on a parcel-by-parcel basis for the complex problems facing the Downtown area.

The boundaries for the Specific Plan are shown in Figure 1 and include all commercial areas and most high density residential neighborhoods in the Downtown area. State law requires that Specific Plans be consistent with the General Plan and include measures to implement City policy. This Downtown Specific Plan includes regulations for the location and distribution of land uses and public facilities, as required by State law, and also includes implementation measures regarding circulation, parking, design and marketing. This Plan also includes proposals for phasing and monitoring improvements over time and recommendations for financing these improvements.

The Downtown Specific Plan began with the adoption of the General Plan in September 1986. During August of that year, the City of Pleasanton and the Chamber of Commerce commissioned a design competition for the beautification of Main Street. A consultant was selected, a working committee of Downtown representatives was formed, and a Draft Plan was prepared between September and

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DOWNTOWN

SPECIFIC PLAN

FIGURE 1

DOWNTOWN PLEASANTON
SPECIFIC PLAN AREA

SPECIFIC PLAN BOUNDARY

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January. A survey of residents' reactions to the plan was conducted in February 1987. Based on this survey and several public meetings, the Main Street Design Plan was revised and recommended for inclusion in the Specific Plan. During this time, City staff conducted an inventory of existing businesses and residences in the Downtown area. Progress reports summarizing the findings of the inventory and preliminary recommendations were presented to the Pleasanton Downtown Association, the Chamber of Commerce Downtown Subcommittee, and interested owners, tenants and members of the public during the first six months of 1987. A draft Specific Plan was reviewed by these agencies, as well as the Downtown Project Area Committee, in the first months of 1988.

A Downtown Market Study was commissioned by the City and included a shoppers' survey and interviews with merchants and property owners which were conducted in June of 1987. The City expanded the survey to include 4,000 households which were mailed surveys in their water bills later in July. The City also commissioned a traffic and parking study which included existing and future estimates of traffic volumes, parking supply and demand, and improvements. Preliminary results of these studies were reviewed with a ten member Community Development Agency Task Force whose final report included many of the recommendations contained in this Plan and was published in September of 1987. This Downtown Specific Plan was reviewed by the Pleasanton Downtown Association, Chamber of Commerce Downtown Committee, Downtown Project Area Committee, Planning Commission, City Council and members of the public prior to being adopted on February 7, 1989.

CHAPTER 3
EXISTING CONDITIONS AND FUTURE TRENDS

For purposes of this Specific Plan, Downtown Pleasanton has been analyzed in terms of five components: Land use, circulation, parking, design, public facilities, and marketing.

LAND USE

The Downtown area consists of 21 blocks in the center of Pleasanton and currently features a mix of land uses, as shown in Figure 2. Retail, service and office commercial uses are clustered along Main, Railroad, and First Streets and various side streets between Bernal Avenue and Stanley Boulevard. Primarily office uses are found along the east side of Peters and the north side of Old Bernal Avenue. Residential uses are located primarily on the north of Ray Street. The existing pattern of uses establishes a clear edge which separates residential from commercial uses, as shown on Figure 3.

Until recently, Downtown has experienced relatively little change in commercial or residential development compared with other parts of Pleasanton. Increases in employment and household income City-wide, have begun to provide economic support for expansion of the commercial and residential base in the Downtown area. The new buildings which have been constructed recently have established a trend for development in the future. Smaller commercial buildings with Floor Area Ratios (FAR's) of less than 50% are being replaced with two story, mixed use buildings with FAR's of 50% to 70%. Some conversion of uses also is taking place, usually replacing small single family homes with offices, for example on Ray Street. New specialty retail tenants are replacing older, local serving businesses as leases expire and rents increase. These newer uses indicate a pedestrian-oriented, downtown environment. At the same time, older single family homes gradually are being replaced by multiple family structures in residential areas adjacent to the commercial core. These trends and their implications for future land use policies are discussed below.

Commercial Uses

Downtown contains about 700,000 square feet of commercial uses of which 37% is retail or restaurants, 35% is office or banks, 10% is service commercial, 8% is vacant, and 10% is in some other use. Table 1 shows that about 330 individual businesses employ about 1,800 workers within the Downtown area. Rents in 1986 ranged from $10 to $20 per square foot per year and gross receipts ranged from $76 to $146 per square foot per year. The average tenancy of businesses in the area is about 7 years. A

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DOWNTOWN

SPECIFIC PLAN

FIGURE 2

GENERALIZED EXISTING LAND USE

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SPECIFIC PLAN

FIGURE 3

OPPORTUNITIES & CONSTRAINTS

- Arroyo Del Valle
- Abandoned Railroad
- Regional Tourist Attraction
- Historical/Cultural Buildings
- P Pleasanton Sign
- 400 Block
- Residential Commercial Edge

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TABLE 1

Summary of Downtown Pleasanton Commercial Characteristics by Type of Business - 1986

Type of Business	Number of Businesses	Total Number of Employees	Total Number of Square Feet	Average Gross Receipts Per Square Foot Per Year $	Average Rents Per Square Foot Per Year $	Average Length of Tenancy (Years)
Retail	85	292	175,666	146.15	10.68	6.95
Service	58	209	68,153	76.31	11.40	8.49
Office	135	697	200,220	128.50	14.09	5.96
Financial Institutions	8	208	47,709	0.00	20.21	16.14
Restaurants and Bars	33	348	83,463	117.16	10.08	11.76
Vacant	0	0	54,873	0.00	0.00	0.00
Other	14	38	70,778	0.00	12.84	8.75
TOTAL	334	1,795	701,802	126.80	12.24	7.36

Sources: City of Pleasanton; Gruen Gruen + Associates.

total of about 2,360 parking spaces are located on private property, yielding an average of 3.3 spaces per 1,000 square feet of commercial space.

Several conclusions can be drawn from this information. The size of Downtown as a commercial center, both in terms of number of businesses and square footage, is much larger than a typical neighborhood center and lies somewhere between a community and a regional commercial center. The 2,000 square foot average size of Downtown businesses and the lack of traditional "anchor" tenants typifies a specialty retailing center which relies on a unique personality and mix of goods to draw from a regional, rather than a local, market. The types of Downtown retail businesses shown in Table 2 indicate a large percentage of "other retail" establishments. These typically include antique stores, gift shops, specialty stores, restaurants and drinking establishments. At the same time, Downtown contains several traditional local-serving businesses such as hardware and drug stores. The size and types of uses currently located in the Downtown area suggest an orientation toward community and regional markets with a lesser, but still significant, emphasis on local convenience retailing. The Downtown Market Study contains a more detailed description of the role of Downtown as a commercial center.

The information in Table 1 also implies the significance of the 1,800 employees who work within the downtown area as a captive market for Downtown goods and services. In fact, patronage by local employees was noted in interviews with Downtown merchants as a significant component of business activity, especially during lunch time and immediately after work hours. This local employment base, together with employees in other parts of town, constitutes the third major market for Downtown goods and services after the Pleasanton residential community and out-of-town visitors.

Table 1 also provides a measure of the success of Downtown businesses in terms of customer attraction and gross receipts. The $127 average annual gross receipts per square foot currently generated by Downtown businesses is 15% less than the $150 typically generated in this type of retail area, according to the Downtown Market Study. Several types of specialty stores should be generating even greater revenues. The unrealized potential of Downtown businesses is further explained by existing parking ratios. The average number of parking spaces provided (3.3 per 1,000 s.f.) is significantly less than comparable retail centers with little or no transit service (about 5 per 1,000 s.f.). The relatively few number of spaces provided Downtown are not being efficiently used, as evidenced by the 55% peak hour occupancy rate (see Parking section). This implies that some local businesses are under-patronized.

TABLE 2

Summary of Downtown Pleasanton Retail Characteristics by Type of Store - 1986

Type of Store	Total Number of Stores	Total Number of Employees	Total Number of Square Feet	Average Gross Receipts Per Square Foot Per Year $	Average Rents Per Square Foot Per Year $	Average Length of Tenancy (Years)
Apparel Stores	4	13	8,450	92.12	12.00	4.00
General Merchandise Stores	0	0	0	0.00		0.00
Drug Stores	*	10	3,300	*	*	15.00
Food Stores	6	36	21,250	134.01	5.28	13.00
Eating and Drinking Places	33	345	83,057	116.53	10.20	10.00
Home Furnishings and Appliances	11	32	40,887	106.42	10.56	5.00
Building Materials and Farm Implements	*	10	5,000	*	*	3.00
Auto Dealers and Auto Supplies	8	17	26,830	53.51	10.80	6.00
Service Stations	6	39	13,425	367.95	19.20	16.83
Other Retail	50	115	60,434	139.98	11.76	5.81
All Other Outlets	211	1,156	430,373	118.43	12.60	6.86
TOTAL**	334	1,795	701,802	126.80	12.24	7.36

* Data are included in the totals; detail has been omitted to maintain confidentiality.
** Totals may not match totals on other tables due to rounding.

Sources: City of Pleasanton; Gruen Gruen + Associates.

Based on the existing commercial base and projections in population and household income, the Downtown Market Study determined the market for future commercial space in the Downtown area. The Study determined a potential market for an additional 172,000 s.f. of retail space, 44,800 s.f. of service commercial space, and 132,000 s.f. of office space for a total of 349,800 s.f. of new building space, as shown in Table 3. An analysis of vacant and underutilized land revealed, however, that only a portion of this potential demand could be realized given the small lot sizes, height limits, parking requirements, and limited land area in Downtown Pleasanton. An optimistic projection for the construction of new commercial space based on these factors yields an additional 68,000 s.f. of retail space, and 112,000 s.f. of office and service commercial space. These relatively low estimates, compared with market demand, are based on the assumption that the majority of historic buildings which are structurally sound are preserved, especially on Main Street. This assumption is both a constraint, in terms of additional space, and an opportunity, in terms of the attractiveness of renovated historic buildings, as indicated in Figure 3.

Given the opportunities for future development from a market standpoint, the City conducted a survey of residents to determine the types of businesses and improvements perceived to be needed in the Downtown area. The City mailed surveys to 4,525 households in water bills during July of 1987 and received 1,205 responses for a 27% response rate. The survey determined that the businesses currently most often patronized were restaurants/bars, food/drug stores and stationery/gift stores. Businesses which residents would most like to see more of included restaurant/bars, entertainment facilities, and apparel stores. The types of improvements which would encourage greater patronage of Downtown include better traffic circulation, more parking, and beautification.

<u>Residential Uses</u>

There are currently about 167 housing units within the Downtown Specific Plan area. About 71, or 43%, are single family homes and 96, or about 57%, are multiple family units. Existing single family homes generally are located on Stanley Boulevard and Walnut Drive. Multiple family structures generally are located along Railroad Street. The total housing stock supports a population of about 400.

Several trends for future residential development can be identified within the Downtown area. Older, single family homes on large lots which are zoned for multiple family use gradually are being replaced or added to with multiple family units. Several structures within the commercial areas shown in Figure 2

TABLE 3

Estimated Square Footage of Retail, Service and Office Uses Supportable in Downtown Pleasanton: 1987 - 1992 and 1992 - 1997

	1987-1992	1992-1997	Total
Additional Retail Space	79,100	93,000	172,100
Additional Service Space	20,600	24,200	44,800
Additional Office Space	61,100	71,800	132,900
TOTAL ADDITIONAL SPACE	160,800	189,000	349,800

Source: Gruen Gruen + Associates

are being constructed with residential units on the second floor and, in some cases, on all floors. The single family homes on Walnut Drive are being protected through single family zoning.

If current trends continue and existing zoning remains in place, the Downtown area will lose several more single family homes and will add new multiple family units. This will increase the population in the Downtown area. Households in these units provide a market for downtown neighborhood commercial services, such as food, drug, and convenience stores in addition to restaurants, bars and specialty retail stores.

Public Uses

The Downtown area historically has been the civic as well as the commercial center of Pleasanton. Currently, the Downtown contains several public buildings, including: City Hall, the library, the police building, Fire Station #1, the LAVHS museum, Veterans Memorial Hall, a maintenance facility, as well as John Delucchi Memorial Park. These public facilities currently employ more than 300 workers and generate substantial visitor traffic which contributes to the market for Downtown goods and services.

In the future, the City will provide an expanded City Hall facility and the Veterans Park.

TRAFFIC AND CIRCULATION

Downtown Pleasanton streets are similar to those of many downtowns which were laid out prior to the automobile and consequently are narrow and often not built to modern standards. Prior to rapid residential development in the 1970's, Main Street experienced relatively low traffic volumes and did not depend on First Street and Peters Avenue to relieve traffic congestion. Traffic has increased substantially since then resulting in congestion at or nearing unacceptable levels at several intersections, as shown in Table 4. The worst congestion currently is at the intersection of Main Street and Ray/St. John. Average travel speeds on Main Street are about 9 mph during off-peak hours resulting in delays of up to 44 seconds at the St. Mary Street stop sign. Obviously, peak-hour delays are much greater. These delays are typical for travelers with a Downtown destination but unacceptable for through-traffic. Because First Street and Peters Avenue do not provide a direct route for

traffic between Sunol Boulevard and Santa Rita Road, Main Street is used primarily for through traffic trips at the expense of local trips. Drivers circling around the block in an attempt to locate parking spaces contribute to congestion on Main Street as do automobiles entering and exiting onto Main Street from mid-block parking lots.

TABLE 4

DOWNTOWN PLEASANTON
VOLUME-TO-CAPACITY RATIOS AND LEVELS OF SERVICE-1987
(P.M. PEAK HOUR)

INTERSECTION	EXISTING		BUILDOUT		BUILDOUT + CIRCULATION IMPROVEMENTS	
	V/C	LOS	V/C	LOS	V/C	LOS
PETERS AVENUE/ST. MARY STREET	0.75	C	0.83	D	0.90	D
PETERS AVENUE/OLD BERNAL AVENUE	0.52	A	0.55	A	0.57	A
MAIN STREET/RAY ST.-ST. JOHN ST.	0.98	E	1.12	F	0.97	E
MAIN STREET/ST. MARY STREET	0.80	C	0.95	E	0.79	C
MAIN STREET/NEAL STREET	0.74	C	0.85	D	0.84	D
MAIN STREET/ANGELA STREET	0.61	B	0.66	B	0.59	A
MAIN STREET/ABBIE STREET	0.81	D	0.87	D	0.83	D
FIRST STREET/RAY ST.- VINEYARD AVE.	0.86	D	1.27	F	1.27	F

SOURCE: TJKM

Existing traffic volumes range from a low of 400 ADT (Average Daily Traffic) on Angela Street to a high of 18,200 on sections of Main Street, as shown in Table 5. Future traffic volumes could be as high as 27,000 ADT on Main Street and 38,000 ADT on First Street. The effect of various improvements on future traffic volumes compared to future buildout without the improvements also is shown in Tables 4 and 5.

PARKING

There are currently 3,022 parking spaces available within the Downtown area, as shown in Figure 4. Existing demand for parking is about 2,739 spaces, leaving an apparent surplus of 285 spaces, as shown in Table 6. Parking occupancy studies indicate that during peak periods, only about 55% of parking spaces are used. However, certain blocks within the Downtown exhibit a shortage of parking, as shown in Table 6. Assuming that most shoppers want to park within a block of their destination, Downtown currently experiences a deficit on seven blocks totaling 391 spaces. This indicates that parking deficiencies are limited to only a few high demand locations (e.g. blocks 22 and 24 on Figure 5) and that other, lower demand locations are underutilized compared with comparable uses in other cities. Surveys of Downtown shoppers have indicated that a lack of conveniently located parking is a problem perceived by a majority of people. Although a sufficient number of spaces exist in many locations, the perception of a lack of spaces is exacerbated by demands for convenience (within 1-2 blocks), design (well landscaped and maintained), location (on-street or off-street), configuration (parallel or angled), and visibility (whether they can be seen from shoppers' destinations). Therefore, not only are additional parking spaces needed, but those spaces also must be conveniently located, attractively and functionally designed, and easily visible.

With the addition of new and rehabilitated commercial space, significantly more parking spaces will be needed in the Downtown area in the future, as shown in Table 6. Because of limited land supply and the small configuration of existing lots, insufficient spaces will be able to be provided on site. In order to meet the projected deficit, surface parking lots will need to be consolidated to maximize efficiency. The location and extent of these improvements are shown in Table 6 and Figure 5.

DESIGN

Several elements contribute to the existing character of Downtown. The primary feature is the 19th century configuration of Main Street and its historic buildings, traditional storefronts, covered walkways and mature canopy trees. The

TABLE 5

DOWNTOWN PLEASANTON
AVERAGE DAILY TRAFFIC VOLUMES - 1987

LOCATION	EXISTING		BUILDOUT		BUILDOUT + CIRCULATION IMPROVEMENTS	
PETERS AVENUE N/O ST. MARY ST.	3240	ADT	4260	ADT	8050	ADT
PETERS AVENUE S/O DIVISION STREET	6310	ADT	7460	ADT	9800	ADT
PETERS AVENUE S/O ANGELA STREET	4170	ADT	4930	ADT	6450	ADT
MAIN STREET S/O STANLEY BOULEVARD	18200	ADT	27150	ADT	27150	ADT
MAIN STREET S/O SPRING STREET	16310	ADT	29100	ADT	22150	ADT
MAIN STREET S/O ST. MARY STREET	17140	ADT	32100	ADT	29200	ADT
MAIN STREET S/O ROSE AVE.-NEAL ST.	12520	ADT	19750	ADT	17500	ADT
MAIN STREET S/O ANGELA STREET	13270	ADT	14340	ADT	12560	ADT
RAY STREET CROSSING OF MAIN STREET	2390	ADT	3940	ADT	5480	ADT
NEAL STREET CROSSING OF MAIN STREET	3430	ADT	4640	ADT	4640	ADT
ANGELA STREET CROSSING OF MAIN STREET	400	ADT	600	ADT	600	ADT
ABBIE STREET CROSSING OF MAIN STREET	2230	ADT	900	ADT	900	ADT
ST. MARY ST. W/O MAIN STREET	7260	ADT	11840	ADT	7580	ADT
FIRST STREET N/O VINEYARD AVE.	16230	ADT	38700	ADT	38700	ADT
FIRST STREET S/O ROSE AVE. - NEAL ST.	16930	ADT	38300	ADT	38300	ADT

SOURCE: TJKM

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DOWNTOWN SPECIFIC PLAN

FIGURE 4

EXISTING PARKING SPACES

662	Total Number of On-street Parking Spaces(per block both sides of street)
2360	Total Number of On-site Parking Spaces(per square block)
3022	Total Parking Spaces Serving Commercial Uses

NORTH

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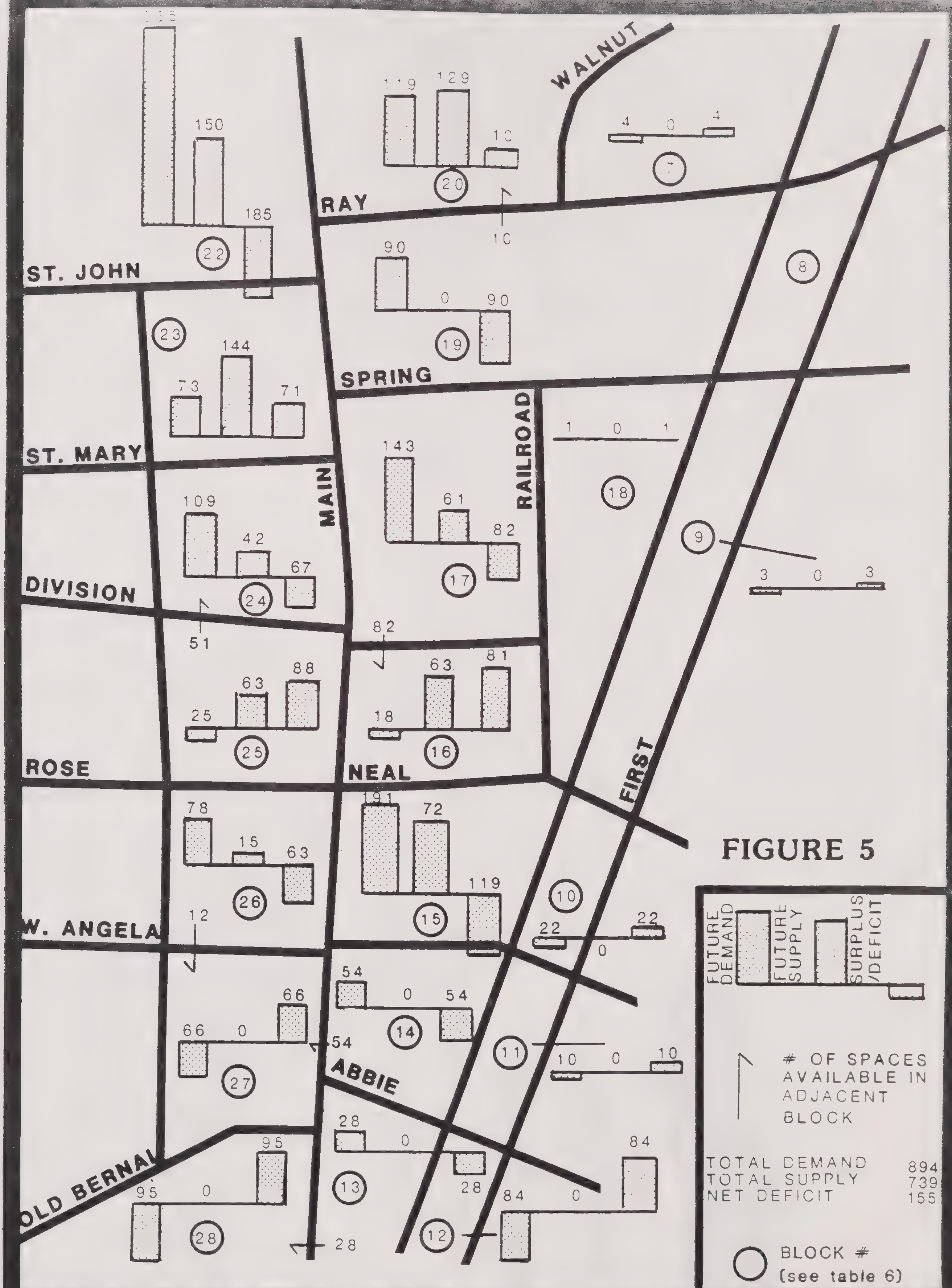

FIGURE 5

PARKING MITIGATION PLAN

TABLE: 6

EXISTING AND FUTURE PARKING SUPPLY AND DEMAND

COLUMNS:1	2	3	4	5	6	7	8	9
BLOCK #	EXISTING DEMAND	EXISTING SPACES ON STREET / OFF STREET	TOTAL EXISTING	DEFICIT(-) / SURPLUS	GROWTH DEMAND	FUTURE DEFICIT(-)/ SURPLUS	MITIGATION MEASURE: CONSOLIDATION OF EXISTING LOTS	MITIGATED DEFICIT(-) / SURPLUS
7	33	7 / 47	54	21	17	4	0	4
8	85	18 / 92	110	25	25	0	0	0
9	92	75 / 40	115	23	20	3	0	3
10	0	0 / 22	22	22	0	22	0	22
11	43	23 / 59	82	39	29	10	0	10
12	59	55 / 138	193	134	50	84	0	84
13	96	24 / 48	72	-24	4	-28	0	-28
14	110	20 / 87	107	-3	51	-54	0	-54
15	44	37 / 76	113	69	260	-191	72	-119
16	91	30 / 116	146	55	37	18	63	81
17	237	22 / 161	183	-54	89	-143	61	-82
18	28	16 / 41	57	29	30	-1	0	-1
19	297	43 / 186	229	-68	22	-90	0	-90
20	88	9 / 106	115	27	146	-199	129	10
TOTAL ZONE 41	1303	379 / 1219	1598	295	780	-485	325	-160
22	292	25 / 159	184	-108	227	-355	150	-185
23	181	47 / 109	156	-25	48	-73	144	71
24	247	43 / 95	138	-109	0	-109	42	-67
25	155	42 / 128	170	15	-10	25	63	88
26	132	55 / 80	135	3	81	-78	15	-63
27	88	44 / 108	152	66	0	66	0	66
28	341	27 / 462	489	148	53	95	0	95
TOTAL ZONE 17	1436	283 / 1141	1424	-10	399	-409	414	5
GRAND TOTAL	2739	662 / 2360	3022	285	1179	-894	739	155

DESCRIPTION OF COLUMNS:

1. See figure 5 for block locations.
2. Demand based on parking ratios established in Downtown Pleasanton Parking and Circulation Plan.
3. On-steet parking is located on public streets; off-street parking is located on private property.
4. Existing spaces as of January 1, 1988; total = on-street plus off-street.
5. Deficit (-) or Surplus = column 2 minus column 4.
6. Demand based on future commercial development multiplied by parking ratios established in DPP&CP.
7. Future deficit (-) or surplus = column 5 minus column 6.
8. Number of parking spaces supplied by consolidation of existing parking lots.

Pleasanton sign, located at the center of Main Street, provides a focal point and image for Downtown. The clustering of retail uses in a compact, walkable environment provides the final ingredient which distinguishes Downtown Pleasanton from other retail centers. The challenge faced by Downtown is how to enhance the existing strengths of Downtown without creating an overly stylized version of the original Downtown, a la Main Street in Disneyworld. For example, reproductions of historic buildings, such as 400 Main Street, complement the existing architectural heritage of Downtown provided that the diversity of existing designs is preserved and repetition is avoided. The attraction of the Pleasanton sign as a symbol of Downtown can be strengthened by subtle references, such as street signs, but shouldn't be overdone to the point of being trite. Street trees and decorative landscaping can be effectively enhanced to add form and shade but not to the point of obliterating the visibility of retail storefronts. Preserving and enhancing the character of Downtown while strengthening commercial activity should be the objective of future downtown design improvements.

PUBLIC FACILITIES

Along with antiquated streets, Downtown Pleasanton suffers from inadequate public facilities. Water pressure can be variable, sewer and water lines are in need of replacement, storm drains can't handle heavy rains and maintenance of existing facilities is difficult given the patchwork of utilities lying under Downtown streets. As new development is added to Downtown, water, sewer, storm drain, street paving and utility improvements will need to be made.

PROMOTION AND MARKETING

Until recently, Downtown Pleasanton relied on volunteer work for its promotion and marketing. In 1986, the Pleasanton Downtown Association (PDA) formed an assessment district to assess Downtown businesses for promotional activities. The existing budget of about $35,000 per year pays for a half-time staff person and includes fund for holiday promotions, Heritage Days, a monthly newsletter, Christmas decorations and professional training. As Downtown grows, the need for effective promotion and marketing will increase. Other Downtown areas of similar size typically budget between $100,000 and $150,000 for promotional activities. Community commercial centers and shopping malls spend even more. The types of activities which should be included in an effective marketing program for Downtown Pleasanton include coordinated window displays and facade treatments, additional informational brochures, larger promotional events, extended hours of operation, improved signage, coordination of parking spaces, and recruitment of prospective tenants. Advertising and promotional services also will be used to minimize the effects of construction activities on existing businesses.

CHAPTER 4
DOWNTOWN GOALS AND POLICIES

A. LAND USE

GOAL: To increase the amount of commercial space and attract more customers

POLICIES

1. Increase the amount of retail sales in the Downtown

2. Increase the amount of retail space to accommodate future demand

3. Increase the amount of office space to provide daytime patronage of retail stores, services and restaurants

4. Increase the amount of housing within walking distance of Downtown

B. CIRCULATION

GOAL: To improve access for commercial customers to Downtown locations

POLICIES

1. Phase development with roadway improvements

2. Ensure safe and maneuverable conditions for automobiles and emergency vehicles

C. PARKING

GOAL: To provide adequate parking

POLICIES

1. Expand parking spaces to serve projected commercial growth

2. Maximize accessibility of off-street parking to commercial customers

D. DESIGN

GOAL: To preserve and enhance the existing character of Downtown

POLICIES

1. Improve the image of Downtown as an attractive place to do business

2. Provide an inviting day- and night-time environment for shoppers and residents

3. Maintain the image of Downtown as the focal point of the community

E. PUBLIC FACILITIES

GOAL: To provide adequate infrastructure to service existing businesses and attract new businesses

POLICIES

1. Repair and replace deteriorated public facilities

F. PROMOTION AND MARKETING

GOAL: To create an image and identity which distinguishes Downtown as a unique destination

POLICIES

1. Promote Downtown as an attractive shopping and business destination

CHAPTER 5
STRATEGIES FOR ACHIEVING DOWNTOWN POLICIES

The goals and policies identified in Chapter 4 can be fulfilled only by a concerted effort among property owners, merchants, the City and potential patrons of Downtown. The following strategies were developed to achieve the City's policies for Downtown.

LAND USE

POLICY 1: INCREASE THE AMOUNT OF RETAIL SALES IN DOWNTOWN PLEASANTON

STRATEGY 1a. Increase Downtown's share of City-wide retail sales to 14% or greater

STRATEGY 1b. Increase the number and variety of specialty retail, apparel, home furnishing and appliance stores and restaurants

Total sales in Downtown Pleasanton amounted to $35.7 million in 1986 which represents about 11.5% of the City-wide sales potential of $311 million. The Downtown Market Study estimates that Downtown's share of City-wide sales could be increased to 14% or more if most types of stores maintain their capture of City-wide sales and if a few types of stores increase their capture rate. The types of stores which hold the potential to increase their capture rate include apparel and specialty retail stores. Other types of stores which are projected to contribute a large percentage of future sales are restaurants and home furnishings/appliance stores, as shown in Table 7. In order to increase Downtown's capture rate of City-wide sales, existing stores need to increase sales per square foot and new stores need to be added to the existing stock.

STRATEGY 1c. Require all new financial institutions to locate a branch in the Downtown area prior to other locations if the number of downtown financial institutions drops below eight

There currently are eight financial institutions in the Downtown area which collectively employ over 200 employees. The four banks and four savings and loan institutions are evenly distributed throughout the Downtown and provide three vital components of commercial activity. Firstly, these institutions dispense cash for potential Downtown shoppers. Most successful downtowns feature several financial institutions with cash machines located to serve the downtown market. Secondly, financial institutions, especially banks, generate foot traffic which, in turn, generates the potential for retail sales.

TABLE 7

Projected Increase in Annual
Sales Potential in Downtown Stores: 1987 - 1992

Type of Store	Additional Purchasing Power of Pleasanton Households ($000)	Downtown Capture of Purchasing Potential %	Potential Additional Annual Sales in Downtown Stores ($000)
Apparel Stores	3,820	12.0	458
General Merchandise Stores	9,824	0.0	0
Drug Stores	2,547	16.7	425
Food Stores	23,923	3.5	837
Packaged Liquor Stores	1,001	31.5	315
Eating and Drinking Places	9,551	29.6	2,827
Home Furnishings and Appliances	3,911	32.5	1,271
Building Materials and Farm Implements	5,185	3.6	187
Auto Dealers and Auto Supplies	12,916	3.2	413
Service Stations	6,913	20.9	1,445
Other	11,370	32.5	3,695
TOTAL	90,961	13.1	11,873

Source: Gruen Gruen + Associates

TABLE 7(cont.)

Projected Increase in Annual
Sales Potential in Downtown Stores: 1992 - 1997

Type of Store	Additional Purchasing Power of Pleasanton Households ($000)	Downtown Capture of Purchasing Potential %	Potential Additional Annual Sales in Downtown Stores ($000)
Apparel Stores	4,161	13.5	562
General Merchandise Stores	10,701	0.0	0
Drug Stores	2,774	16.7	463
Food Stores	26,058	3.5	912
Packaged Liquor Stores	1,090	31.5	343
Eating and Drinking Places	10,403	29.6	3,079
Home Furnishings and Appliances	4,260	32.5	1,385
Building Materials and Farm Implements	5,648	3.6	203
Auto Dealers and Auto Supplies	14,069	3.2	450
Service Stations	7,530	20.9	1,574
Other	12,385	40.0	4,954
TOTAL	99,080	14.1	13,925

Source: Gruen Gruen + Associates

Thirdly, financial institutions provide a local employment base which generates local retail spending before, during and after work hours. In Downtown Pleasanton, financial institutions constitute 11% of the existing employment base. All three of these factors contribute to fulfilling the goals and policies of this Specific Plan.

At the same time, financial institutions compete for a limited amount of valuable frontage which could be used for retail uses. At issue is the appropriate balance between financial institutions and retail uses in the Downtown area. To the extent that existing institutions are successfully satisfying demand for financial services in the Downtown market area, they should be encouraged to remain. However, should existing financial institutions choose to relocate, the City should attempt to maintain existing service levels by requiring new banks to locate a branch in the Downtown area prior to locating in other parts of town.

STRATEGY 1d. Encourage financial institutions to install cash machines in Downtown locations

There are currently 7 cash machines among the eight banks and savings and loan offices in the Downtown area. Because a certain amount of retail sales is attributable to impulse buying and because shopping opportunities should be linked with financial services, a minimum number of cash machines should be maintained in convenient locations throughout the Downtown area. Therefore, the City should encourage existing banks to maintain their cash machines and encourage new banks to include a cash machine in any new project.

POLICY 2: INCREASE THE AMOUNT OF RETAIL SPACE TO ACCOMMODATE FUTURE DEMAND

STRATEGY 2a. Provide 68,000 additional square feet of new retail space in the Downtown area to meet projected demand

The Downtown Market Study projects the future demand for retail space over the next ten years to be 172,000 square feet, as shown in Table 3. However, only a portion of this demand can be met given the small size of existing parcels, height limits and the need to preserve older structures, the design of which contributes to the character of Downtown. A survey of existing parcels, buildings and parking requirements reveals that only about 68,000 square feet of additional retail space can be constructed within the Downtown area and only a portion of that can be built on Main Street. Therefore, the City should encourage as much new retail construction as possible without disturbing the existing character of Downtown. This could be achieved by rehabilitating those historic buildings shown in

Figure 3, constructing new buildings on existing vacant lots, and reconstructing older, non-historic buildings to yield additional retail square footage. In order to meet the objective of 68,000 additional square feet of retail space, the traditional uses allowable within the Downtown retail core will need to be redefined as described in the following strategies.

STRATEGY 2b. Encourage pedestrian-oriented retail and service commercial uses to locate on Main Street, Railroad Street and perpendicular streets

Pedestrian-oriented retail businesses traditionally have located along Main Street and they should be encouraged to do so in the future. However, insufficient ground floor retail space is projected along the Main Street corridor to meet future demand, resulting in the need to expand pedestrian-oriented retail and service commercial uses within walking distance of Main Street. The closest areas within walking and viewing distance to existing retail businesses are the side streets running perpendicular to Main Street in addition to Railroad Street.

Future traffic projections indicate significantly less automobile traffic along perpendicular streets compared with parallel streets, further defining the appropriate uses on these streets as pedestrian-oriented retail. Planned locations for pedestrian-oriented retail and service commercial uses are shown in Figure 6.

In order to minimize conflicts between pedestrian-oriented uses and major traffic generations, the existing Fire Station #1 on Railroad Street should be relocated. Use of the SP right-of-way and the revitalization of Railroad Street to pedestrian-oriented uses, would inhibit ingress and egress of emergency vehicles. A possible location for the new fire station is a +/- 1.1-acre site on the San Francisco property near the intersection of Case Boulevard and Bernal Avenue.

STRATEGY 2c. Encourage reconstruction of properties which are structurally unsound, are aesthetically undesirable, and/or are underdeveloped

Several properties in the Downtown are structurally unsound, aesthetically unattractive or underdeveloped and hold the potential for reconstruction. The City should encourage new construction on those areas of Main Street which do not have existing historic buildings, as shown in Figure 3, on Railroad Street and on streets perpendicular to Main Street. Historic buildings should be rehabilitated and converted to ground floor

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FIGURE 6

PLANNED LAND USES

- Pedestrian-oriented retail (ground floor, office and service commercial, upper floor)
- Automobile-oriented retail (retail, office, and service commercial, either floor)
- Office (either floor)
- Public
- High Density Residential
- Medium Density Residential
- Park
- Arroyo Pedestrian Amenity

NORTH

100 200 400

retail use whenever possible. Rehabilitation should be conducted according to the Downtown Design Guidelines. The City shall encourage preservation of unreinforced masonry buildings which contribute to the historic character of downtown, in keeping with the City Rehabilitation Programs required by the Unreinforced Masonry Law (SB 54).

STRATEGY 2d. **Encourage continuous, zero lot line building facades with pedestrian-oriented retail uses on the ground floor along Main Street, Railroad Street and perpendicular streets**

The clustering of small shops, the historic ambiance and the narrow street dimensions of Main Street and those streets perpendicular to it render these areas amenable to pedestrian-oriented retail and service activities. A survey of shoppers' attitudes towards Downtown revealed that 18% of those Pleasanton residents surveyed would be encouraged to shop Downtown if more continuous retail shopping opportunities were available (see Table 8). In order to attract more foot traffic, retail stores should be grouped in a continuous, zero front yard setback configuration. Acceptance of non-retail uses in ground floor spaces on Main Street should be discouraged. This can be achieved by encouraging owners of all ground floor spaces to recruit retail tenants.

STRATEGY 2e. **Encourage automobile-oriented commercial and service uses on the west side of First Street**

If Main Street and perpendicular streets are to be reserved for pedestrian-oriented retail and service uses, traditional, automobile-oriented uses should be encouraged in areas where the best automobile access is planned. Such uses should be encouraged on the west side of First Street. Planned locations for automobile-oriented retail and service commercial uses are shown in Figure 6.

STRATEGY 2f. **Maintain traditional anchor businesses which serve the neighborhood commercial needs of Downtown residents and businesses**

The Downtown Market Study emphasizes the competitive advantages of Downtown in providing a unique specialty retailing function. It also notes the market for potential traditional types of retailing such as food, drug, hardware, clothing and furniture stores and convenience services. The target market for such goods and services is the small but important number of Downtown residents and employees for whom Downtown provides small-scale shopping opportunities in a convenient location.

TABLE 8

City of Pleasanton Downtown Survey-1987

What other improvements would encourage you to patronize Downtown?

Improvements		Percentage Affirmative
More Parking	++++++++++++++++++	40.7%
Places to Sit	++++++++++++++	32.6%
Longer Hours	++++++++++++	28.1%
Better Advertisement	++++++++++	22.4%
Beautification	+++++++++++++++	35.1%
Better Traffic Circulation	++++++++++++++++++++++	49.5%
Long-term Parking	++++++++	18.3%
Coordinated Storefronts	+++++++	17.8%
Other	+++++	12.7%

Source: City of Pleasanton; Economic and Planning Systems

Projected increases in office space and housing, especially for senior citizens, in the Downtown area point to the future need for traditional, convenience goods and services. These activities also contribute to the balance of uses which characterize most successful commercial areas and tend to mitigate the overspecialization of boutique shops and services.

STRATEGY 2g. Discourage new housing within areas identified for commercial uses except in upper floor locations which would not displace needed commercial space

Several recent proposals have been made to construct housing units within areas designated for commercial uses. Although there is a significant demand for housing in the Downtown area in the short-term, the Downtown Market Study identifies a greater medium- and long-term demand for commercial space. There are several locations adjacent to the commercial core of Downtown which could support housing projects within walking distance to services. Housing should be encouraged on parcels designated for residential use on Figure 6 and on the General Plan Map. Housing should be discouraged from displacing valuable commercial land within areas designated for commercial use, except for upper floors in locations which would not displace needed commercial space. Parcels designated for Pedestrian-Oriented Retail should be reserved exclusively for commercial uses with retail only on the ground floor and office or services on the upper floor. Parcels designated Automobile-Oriented Retail should be reserved for retail or office uses on the ground floor and either office or service uses on the upper floor.

POLICY 3: INCREASE THE AMOUNT OF OFFICE SPACE TO PROVIDE DAYTIME PATRONAGE OF RETAIL STORES, SERVICES AND RESTAURANTS

STRATEGY 3a. Provide 112,000 additional square feet of office space in the Downtown area to meet projected demand

The Downtown Market Study projects the future demand for office space over the next ten years to be 133,000 square feet (Table 3). However, only a portion of this demand can be met given the small size of existing parcels, height limits, and the need to preserve older structures, the design of which contributes to the character of Downtown. A survey of existing parcels, buildings and parking requirements reveals that only about 112,000 square feet of additional office space can be constructed within the Downtown area and only a portion of that can be built on Main Street because of competition with retail uses for valuable ground floor space. Therefore, the City should encourage additional office space close to, but not competing with, ground floor retail spaces on Main Street and perpendicular streets.

STRATEGY 3b. **Promote office development on the upper floors along Main Street and perpendicular streets and on either floor along parallel streets**

In order to provide additional office space without displacing retail uses from valuable ground floor locations, the City should encourage new, rehabilitated and reconverted office space on upper floors along Main Street and perpendicular streets and on either or both floors on streets parallel to Main Street. This would allow orderly expansion of retail uses in ground floor locations along Main Street and perpendicular streets and allow additional office space on Peters, Railroad and First Streets. Planned locations for office uses are shown in Figure 6.

STRATEGY 3c. **Retain public and institutional uses within walking distance of Downtown shops and services**

Approximately 100,000 square feet of public and institutional uses such as the Civic Center, museum, Veterans Hall, school offices, and Fire Station are located or planned for the Downtown area. These uses generate several hundred employees who collectively constitute a sizable percentage of Downtown employment and related retail and service patronage. These uses provide a vital component of Downtown activity, both in terms of employment and as an attraction to visitors, and should be retained. Planned locations for public uses are shown in Figure 6.

POLICY 4: INCREASE THE AMOUNT OF HOUSING WITHIN WALKING DISTANCE TO DOWNTOWN LOCATIONS

STRATEGY 4a. **Encourage the production of senior citizen and higher density housing within walking distance of Downtown services**

Roughly 1,000 housing units currently are located within walking distance (1/4 mile) of the Downtown area. With the addition of the senior citizen housing project on Sunol Boulevard and the infilling of several underutilized parcels scattered throughout Downtown, about two hundred additional units can be expected in the future.

Residents of these units not only provide a captive market for Downtown goods and services but increase the activity and attractiveness of the area as a thriving center of town. Studies have indicated that the presence of senior citizens in a downtown area enhances shoppers' perceptions of safety and comfort.

Locating senior and multiple family housing within walking distance to Downtown shops and services provides an attractive amenity to senior citizens and others who may not own cars.

Housing within areas identified for commercial uses should be discouraged except in upper floor locations which would not displace needed commercial space. Parcels designated for residential use are shown in Figure 6.

POLICY 5: MAINTAIN THE EXISTING HEIGHT AND SCALE OF STRUCTURES WITHIN THE SPECIFIC PLAN AREA

STRATEGY 5a. Limit all new structures within the Specific Plan area to two stories

A major attraction of Downtown, from a land use standpoint, is the small, pedestrian scale of historic buildings. Existing buildings on Main Street do not exceed two stories. This height establishes a scale of development which should be followed throughout the Specific Plan area, as specified in the City's Downtown Revitalization Guidelines. In order to preserve the historic character of Downtown, all new buildings within the Specific Plan area shall be limited to two stories.

B. <u>TRAFFIC AND CIRCULATION</u>

POLICY 1: IMPROVE CIRCULATION ON MAIN STREET

STRATEGY 1a. Increase the capacity of Main Street corridor

The Main Street corridor is served by Sunol Boulevard, Main Street and Santa Rita Road and currently handles about 17,000 ADT. Projected demand for this corridor is 32,000 ADT which exceeds the capacity of the two-lane segment along Main Street. Ideally, Peters Street should have been designed as a throughfare between Del Valle Parkway and Bernal Avenue to serve through traffic on the west side of Main Street. However, the Del Valle Parkway undercrossing, the Arroyo del Valle, and the Civic Center complex pose obstacles to such an alignment which would be prohibitively expensive to correct. Several smaller and less expensive improvements could be constructed to make the Peters Avenue route more attractive to through traffic on the west side of Main Street.

Traffic headed south on Santa Rita Road currently is faced with a bottleneck at the Arroyo Del Valle bridge where Santa Rita Road narrows from four to two lanes. This block of Main Street could be restriped to four lanes and provided with through and local traffic signage to more effectively feed traffic from Santa Rita to Peters Avenue. These improvements are shown in Figure 7. Such a restriping would need to be accompanied by the realignment of the Ray/St. John Street intersection, as described in

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FIGURE 7

PLANNED DOWNTOWN IMPROVEMENTS

1. Restripe Main Street
2. Railroad Ave. Extension
3. Restripe Division Street
4. Restripe Spring Street
5. Realign Ray/St. John Streets
6. Improve Existing Streets (throughout)
7. Consolidate Midblock Parking
8. Main Street Beautification
9. Upgrade Utilities(throughout)

NORTH

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Strategy 3b. At the south end of Peters Avenue, the flow of through traffic could be improved by the widening of the Peters/Old Bernal Avenue intersection to enable a free right hand turn for traffic headed west from Peters Avenue to Old Bernal Avenue.

Another obstacle to smoothly flowing through traffic along this corridor is the conflict between peak hour automobile traffic on Santa Rita and the trains traveling on the UP railroad tracks. Although this conflict occurs only once or twice a day during peak hours, train traffic is projected to increase with the trend toward consolidating railroad passenger and freight service on fewer routes within the Bay Area. The only option available for preventing this conflict and the resulting congestion on Santa Rita and Main Streets is a grade separation of automobile and railroad traffic. A road undercrossing of the railroad tracks similar to that at Bernal Avenue was analyzed and rejected as too expensive and disruptive.

STRATEGY 1b. Provide access to mid-block parking lots along side streets

Yet another obstacle to smoothly flowing traffic along the Main Street corridor is the movement of vehicles turning into and out of parking spaces from numerous driveways and curbcuts. Although a certain number of these access points are needed to serve mid-block parking lots, they should be kept to a minimum. New developments should be required to provide access to mid-block parking along side streets, which carry less traffic, to reduce turning movements and improve traffic flow on Main Street.

POLICY 2: PHASE DEVELOPMENT WITH ROADWAY IMPROVEMENTS

STRATEGY 2a. Upgrade the condition of Downtown streets

The smooth flow of traffic depends not only on properly-design roadways and intersections, but also on the condition of street surfaces, curbs, gutters, and sidewalks. The Downtown area is the oldest section of Pleasanton and its streets are in need of substantial repair and maintenance. These improvements include: resurfacing streets, replacing Portland cement concrete curbs, gutters and sidewalks, restriping lanes and crosswalks, and improving storm drains and underground utilities. These improvements should be coordinated with other roadway improvements to minimize disruption of Downtown traffic.

The estimated costs associated with these circulation improvements are shown in Table 9.

POLICY 3: ENSURE SAFE AND MANEUVERABLE CONDITIONS FOR AUTOMOBILES AND EMERGENCY VEHICLES

STRATEGY 3a. Improve facilities for round-the-block turning movements

Main Street, Peters Avenue and the perpendicular streets connecting them provide a functional system for allowing round-the-block movements for drivers searching for a particular store or a nearby parking space on the west side of Downtown. Such movements on the east side of Main Street, however, are obstructed by the abandoned railroad tracks, two one-way streets (Spring and Division Streets) and the poor condition of Railroad Street. The extension of Railroad Street from Spring to Ray Street, as shown on Figure 7, will extend the north-south component of this movement. The reinstitution of two-way traffic on Spring Street and Division Street (see Figure 7) would complete the east-west component of this system.

STRATEGY 3b. Improve east-west crossings of Main Street

Automobiles crossing Main Street affect traffic flows along Main Street as well as the ability to make round-the-block movements. Cross-traffic volumes range from a high of 2,390 ADT at the Ray/St. John intersection to a low of 400 ADT at the Angela crossing of Main Street. Even with the completion of the Bernal/Valley Avenue loop system, cross traffic is projected to increase due largely to intensification of uses within the Downtown area. In order to correct existing deficiencies and accommodate new development and rehabilitation Downtown, several improvements to cross traffic facilities need to be made.

The highest demand in the future for crossings of Main Street will be at either end of Main Street at Bernal Avenue and Del Valle Parkway. The southernmost crossing at the Bernal/Main/First Street intersection was recently completed and is projected to carry about 15,000 ADT in the future.

The northernmost crossing is only half complete at the intersection of Del Valle Parkway and Main Street. Demand for crossing at this intersection is projected to be about 12,000 ADT and will require an improved crossing of Main Street connecting Hopyard Road with Stanley Boulevard, as shown in the City's General Plan.

The highest demand for crossing between the two ends of Main Street is at the Ray/St. John intersection. High traffic volumes, narrow rights-of-way, and the offset alignment of the intersection currently result in unacceptable Levels of Service at this location, as shown in Table 4. In order to reduce congestion and encourage through traffic from the east side of

Main Street to use Peters Avenue, the intersection should be realigned and widened, as shown in Figure 7.

The realignment of the other offset intersection at Abbie and Old Bernal was examined and rejected because of the low future demand (900 ADT) at this location, given the completion of other improvements in the area, particularly the Bernal Avenue loop.

TABLE 9

SUMMARY OF DOWNTOWN IMPROVEMENTS & COSTS

CIRCULATION IMPROVEMENTS	ESTIMATED COSTS*
1. REALIGN RAY/ST. JOHN & ST. JOHN/PETERS INTERSECTIONS	$ 2,844,400
2. IMPROVE EXISTING STREETS, SIDEWALKS, CURBS, GUTTERS	5,189,600
3. RESTRIPE DIVISION AND SPRING STREETS TO TWO LANES AND MAIN STREET (ARROYO TO ST. JOHN) TO FOUR LANES	31,200
4. RAILROAD STREET EXTENSION (SPRING TO RAY)	2,256,800
SUBTOTAL	**$10,322,000**
PARKING IMPROVEMENTS	
1. CONSOLIDATE AND ACQUIRE NINE PARKING LOTS (1,200 SPACES)	$ 4,992,000
STREETSCAPE DESIGN IMPROVEMENTS	
1. MAIN STREET LANDSCAPING, PAVING, FURNITURE, PLAZAS (8 BLOCKS)	$ 2,080,000
PUBLIC FACILITY IMPROVEMENTS	
1. UPGRADE WATER, SEWER, STORM DRAIN AND UTILITIES	$ 6,760,000
PROMOTION AND MARKETING	
1. EXPANDED DOWNTOWN ASSOCIATION PROMOTION AND MARKETING (10 YEARS)	$ 1,000,000
TOTAL COSTS	**$25,154,000**

*1988 dollars

C. PARKING

In order to determine the need for parking in the Downtown area, existing land uses were inventoried and the resulting square footage was multiplied by established parking ratios. The results of the calculation are summarized in Table 6. Throughout the Downtown area, there is a current demand for 2,739 spaces while 3,022 spaces are available. Within individual blocks, however, large shortages of parking spaces currently exist, as shown in Table 6. This deficit exists in seven blocks and creates the need for 391 spaces to supply existing demand for parking during peak periods.

An estimation of future uses was made and the resulting square footage multiplied by the same parking ratios to determine additional future parking spaces needed. An additional 1,179 spaces will be needed to accommodate new uses, many of which will need to be accommodated on mid-block parking lots. Together, existing and future need is 1,570 additional spaces within the Downtown area, shown in Table 6. Not surprisingly, a lack of parking was identified by 40% of shoppers surveyed as the factor most discouraging them from shopping in the Downtown area, as shown in Table 10. Several strategies must be pursued in order to provide for an adequate number of spaces for existing and future uses.

POLICY 1: EXPAND PARKING SPACES TO SERVE PROJECTED COMMERCIAL GROWTH

STRATEGY 1a. Require joint use of private off-street parking facilities

POLICY 2: MAXIMIZE ACCESSIBILITY OF OFF-STREET PARKING TO COMMERCIAL CUSTOMERS
facilities

STRATEGY 2a. Require new developments to provide access to mid-block parking along side streets to reduce turning movements and improve traffic flow on Main Street

About 50% of the total number of existing and future parking spaces needed (1,570) could be shared by more than one use, at different times of the day. In order to accomplish this reduction in need due to sharing, existing lots which are physically separated from adjacent lots by walls, fences and other barriers would need to be consolidated. This would require the removal of barriers, restriping of several lots, access to each side street and parking agreements among adjacent owners and their tenants. Future developments participating in this shared

TABLE 10

City of Pleasanton Downtown Survey- 1987

What discourages you from patronizing Downtown?

Discouraging Factors		Percentage Affirmative
Lack of Parking	+++++++++++++++++	39.6%
Stores not Close Together	+++++	11.3%
Selection of Goods & Services	++++++++++++++	31.7%
Traffic	++++++++++++++++	37.8%
Poor Pedestrian Environment	+++	8.6%
Location	+	3.7%
Inconvenient Hours of Operation	++++++++	19.5%
Prices	+++++++++	20.2%
Other	++++	10.4%

Source: City of Pleasanton; Economic and Planning Systems

parking program could receive a reduction in the number of required spaces.

STRATEGY 1b. **Consolidate and acquire land for public parking areas**

STRATEGY 1c. **Require a portion of off-street parking along Main Street to be located on public lots**

STRATEGY 1d. **Construction, as a first priority to those parking lots where property owners contribute to financing**

The area available for parking in the Downtown area is inadequate to accommodate existing and future parking demand, as shown in Table 6. A survey of Downtown shoppers indicated that 41% desired more parking within two blocks of shopping opportunities (Table 8). Because no large lots are available within two blocks of Main Street, and because on-street parking is limited, the deficit of parking spaces can only be met with the consolidation of existing mid-block parking. Most shoppers are only willing to park 1 or 2 blocks from their car to their destination; therefore, these mid-block parking lots must be strategically placed within this distance to shoppers' destinations. Figure 5 shows locations where parking lots will be needed.

In the short-term, the City should require all new projects proposed on mid-block lots to set aside land on the interior portion of the lot for parking and require all on-site parking plans to connect with adjacent uses and allow for shared parking. Owners of existing uses should be encouraged to remove walls, fences and other barriers on a trial basis to permit access from adjoining properties. If these initial steps work out to the mutual satisfaction of property owners and the City, access and joint use agreements should be negotiated among owners and tenants. Parking lot designs should maximize the number of spaces available to the public while providing one access onto each side street.

In order to provide an incentive for owners of private property to contribute to the financing of mid-block parking lots, the City shall grant first priority to constructing those parking lots in locations where property owners have volunteered to contribute to financing in the form of assessment districts or other means.

If all nine mid-block parking lots are consolidated, then adequate parking will be provided within each of twelve Downtown blocks, as shown in Table 6. An additional five blocks will have adequate parking located within an adjacent block, as shown in Figure 5. Only three blocks are projected not to have adequate

parking within one block. Actual parking demand will depend on uses which locate on those blocks in future years.

STRATEGY 1e. **Designate employee parking areas which do not displace customer parking spaces**

A dramatic example of the need for additional parking spaces Downtown is the fact that 2,360 off-street spaces are available to serve Downtown employees and customers, while there are about 2,000 employees working in Downtown businesses. Although not all of these employees work during the same hours, it is apparent that many employees park in spaces convenient to shops which could be used for customers. In general, employees should be discouraged from parking on the street or in spaces closest to businesses. Employee parking should be assigned to outer areas of mid-block lots. Also, the City should explore the use of the abandoned SP right-of-way or vacant lots for employee parking.

STRATEGY 1f. **Maximize the attractiveness of on-street parking along Main Street**

STRATEGY 1g. **Encourage short-term parking on Main Street and long-term parking on side streets and off-street lots**

Main Street contains the majority of retail businesses which traditionally rely on a certain amount of pass-by or impulse shopping. This type of shopping is encouraged by the availability of visible, convenient on-street parking. The Shoppers' Survey revealed that parking within two blocks was desired by 41% of those surveyed, nearly as many (35%) also desired more landscaping and street beautification (Table 8). Unfortunately, these two amenities compete for the same spaces on Main Street (Figure 4). The substitution of diagonal parking for parallel parking on one side of Main Street was investigated and rejected due to conflicts with large volumes of through traffic and insufficient right-of-way. Instead, the plan calls for retaining parallel parking on both sides of Main Street and adding landscaping in one or two locations per block. Such a plan is shown in Figure 5 and discussed in greater detail in the next section.

The costs associated with these parking improvements are shown in Table 9.

STRATEGY 2b. **Encourage pedestrian walkways connecting Main Street with off-street parking lots**

STRATEGY 2c. Improve signage to off-street lots

About 2,360 parking spaces are located on mid-block lots within one block of Main Street. These spaces provide the majority of spaces serving retail uses on Main and perpendicular streets and should be better linked to nearby stores. Circulation Strategy 1b calls for minimizing the number of automobile access points along Main Street to mid-block lots in an attempt to channel access from less congested side streets. Land Use Strategy 2d calls for the filling in of retail street frontage along Main Street to provide better continuity for retail shopping. The logical complement of these strategies for linking Main Street shops and adjacent parking is the provision of signage directing traffic to mid-block lots via side street entrances and the provision of pedestrian walkways connecting parking with retail shops.

Parking lot signage should be located along all arterial entryways into Downtown, including Sunol, Santa Rita, Bernal and Main Street. Signs should be bold enough to be noticeable, but designed to fit into the character established by the Main Street beautification program (described below). Effective signage would provide an additional mechanism to discourage congestion on Main Street by directing traffic from arterial streets directly to parking lots.

Several pedestrian walkways currently connect mid-block lots with Main Street. A recent example is the walkway between 400 and 450 Main which is designed to channel pedestrians onto Main Street, but is too narrow to allow automobile use. Many existing walkways can be redesigned to achieve this effect. Additional design treatments might include landscaping, outdoor displays, or retail display areas, as evidenced in several successful downtowns such as Los Gatos and Palo Alto.

D. <u>DESIGN</u>

POLICY 1: IMPROVE THE IMAGE OF DOWNTOWN AS AN ATTRACTIVE PLACE TO DO BUSINESS

POLICY 2: PROVIDE AN INVITING DAY AND NIGHT-TIME ENVIRONMENT FOR SHOPPERS AND RESIDENTS

POLICY 3: MAINTAIN THE IMAGE OF DOWNTOWN AS THE FOCAL POINT OF THE COMMUNITY

STRATEGY 1. Preserve existing historic buildings by adhering to Downtown Pleasanton Design Guidelines for facade treatments and signage

STRATEGY 2. Design new buildings to complement the existing character and diversity of Downtown architecture

The major attraction of Downtown Pleasanton, from a design standpoint, is its eclectic mix of historic buildings. In order to preserve this attraction while encouraging new construction, care must be taken to preserve historic buildings and rehabilitate their architectural features. The Downtown Pleasanton Design Guidelines provide the criteria for maintaining the architectural character of Downtown. These guidelines limit new construction to two stories within the Downtown area. A map of historic buildings in the Downtown area is contained in Figure 8.

Downtown Pleasanton has been fortunate to have experienced two recent examples of rehabilitation and reconstruction in keeping with this historic character. The 450 Main Street building was recently rehabilitated to maintain its architectural integrity while providing needed, renovated space on Main Street. Next door, the newly-built 400 Main Street appears as though it has been rehabilitated from an earlier era and blends in well with existing historic buildings. Several examples of early California architecture are present along Main Street and should be used as models for rehabilitation and reconstruction in the future.

STRATEGY 3. Ensure that new and renovated building space is suitable for tenants which the City wishes to locate Downtown

The Downtown Market Study identifies several types of businesses which are consistent with the competitive advantages of the Downtown location, scale and character. These businesses include apparel, home furnishing, appliance and specialty retail stores, as well as restaurants. The space requirements of these types of businesses should be taken into account when new buildings are proposed for construction.

STRATEGY 4. Concentrate pedestrian improvements on Main Street, including street trees, sidewalk paving, street furniture, pedestrian plazas and gateways

A survey of Downtown shoppers indicated that 35% of those surveyed desired additional landscaping and beautification (Table 8). This was the third highest priority of those

surveyed, following better traffic circulation (49%) and additional parking (41%). The City held a design competition to assist in the preparation of a design plan for Main Street. The proposed design incorporates additional landscaping, decorative sidewalk paving, street furniture, a major pedestrian plaza (at Main and Division), directional signs, and landscaped gateways at entry points to Downtown. Further design studies will be made to indicate exact locations of these improvements and to ensure that design details do not obstruct the large flows of traffic on Main Street or impair drivers' views of retail storefronts. The major components of this plan are summarized in Figures 9 and 10.

STRATEGY 5. **Maximize pedestrian use of the Arroyo Del Valle as part of the design theme within the Downtown**

A major design opportunity not addressed by the Main Street Master Plan is the potential pedestrian use of the Arroyo Del Valle. Successful waterfront developments in San Luis Obispo and San Antonio have capitalized on the proximity of a water element to downtown businesses. The potential exists for a pedestrian walkway, and outdoor eating, entertainment, and shopping areas along (commercial frontages) for several hundred feet in either direction of Main Street. Future improvements to this area should be coordinated with adjacent developments by preparing City sponsored design plans similar to those developed for the Main Street Master Plan. These design plans should be funded prior to anticipated improvements to adjacent commercial property. The San Luis Obispo improvements provide an illustrative design concept for consideration within the Arroyo Del Valle, as shown in Figure 11.

E. PUBLIC FACILITIES AND SERVICES

POLICY 1: REPAIR AND REPLACE DETERIORATED PUBLIC FACILITIES

STRATEGY 1a: Upgrade existing water, sewer, storm drains, and utilities to meet future demands

STRATEGY 1b: Underground overhead utility lines concurrent with street and utility improvements

An essential need of Downtown businesses is an adequate system of public facilities and a reliable level of public services. Adequate water supply, quality and pressure; sufficient sewage capacity; effective storm drainage; and convenient utilities are essential to the day-to-day operation of a commercial enterprise. The age of Downtown facilities has resulted in ineffective operation in several locations. Although not noticeable to most Downtown customers, these deficiencies are as important as street and parking improvements and should be made coincidentally with

FIGURE 8


DOWNTOWN HISTORIC AND DESIGN RESOURCES
●: PRIMARY: Potential National Register eligibility
▲: SECONDARY: Contributors to Downtown Pleasanton's distinctive character
DOWNTOWN OVERLAY DISTRICT
Boundary Line
As amended by
Resolution No. 85-501
Adopting Primary &
Secondary Structures
10/15/85
ST JOHN STREET
MAIN STREET
RAY STREET
DIVISION ST
ROSE AVENUE
NEAL STREET
ANGELA STREET
ABBIE ST
FIRST STREET
SECOND STREET
RAILROAD
SPRR
SANTA RITA
WALNUT DRIVE
MARY STREET
PETERS AVE

other capital projects. Overhead utility lines should be placed underground wherever possible.

STRATEGY 1c: Improve existing levels of public services commensurate with future demand

Together with public facilities, public services are an essential part of Downtown operations. Police, fire, garbage, street maintenance and other public and private services need to be provided on a reliable basis. As additional commercial building space is constructed in the Downtown area, public service levels will need to be increased accordingly.

The costs associated with these public facility improvements are shown in Table 9.

F. PROMOTION AND MARKETING

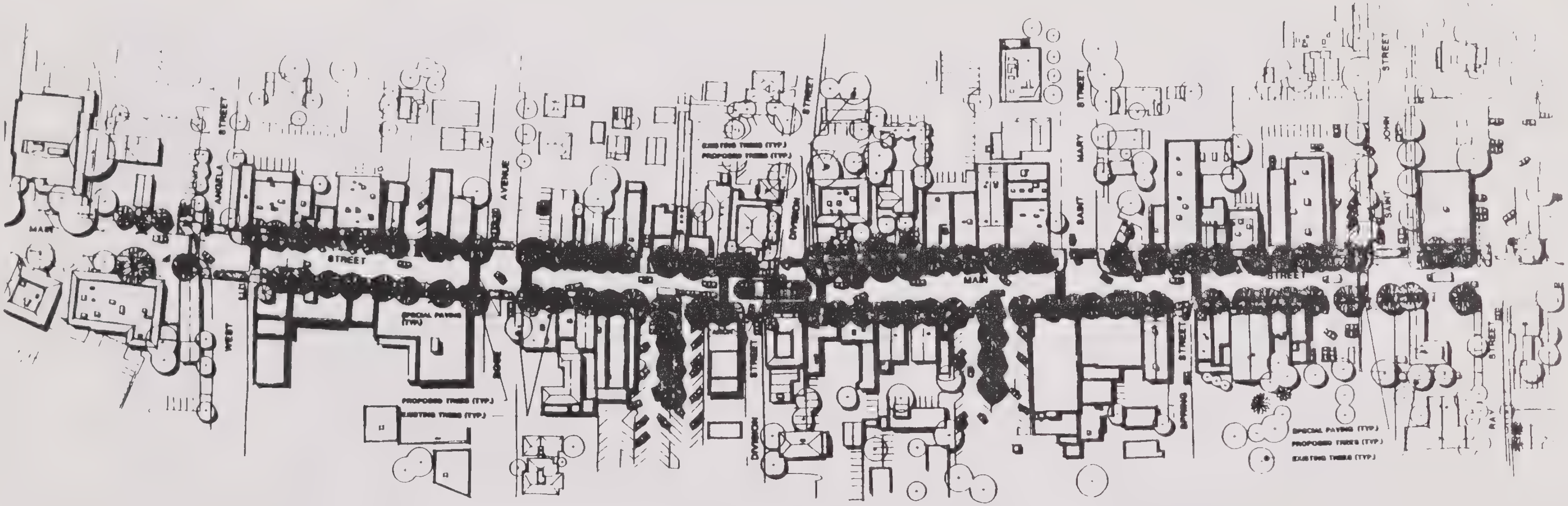
POLICY 1: PROMOTE DOWNTOWN AS AN ATTRACTIVE SHOPPING AND BUSINESS DESTINATION

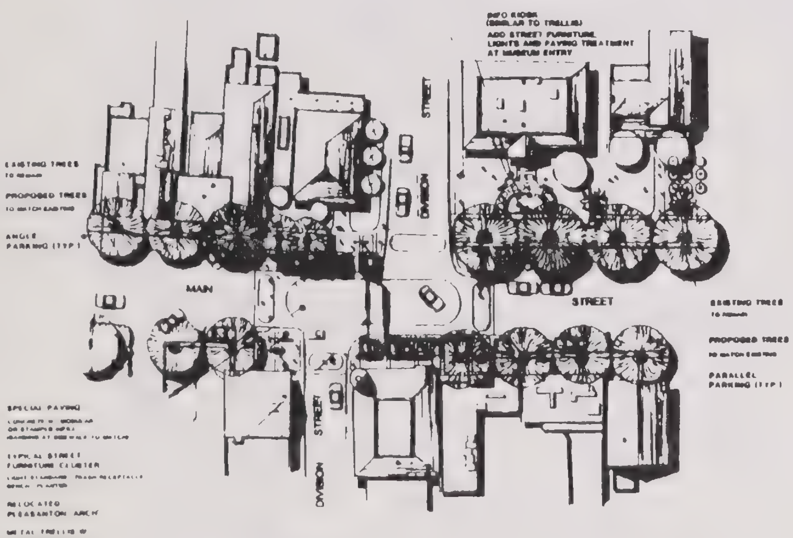
POLICY 2: MINIMIZE DISRUPTION OF CONSTRUCTION

STRATEGY 1a. Maintain an effective organizational structure to promote Downtown activities

The Pleasanton Downtown Association (PDA) currently raises revenue through the use of a Downtown assessment district (commonly referred to as a 1693 District). This mechanism generates an annual budget of $35,000. This is sufficient to hire a half-time staff person and includes holiday promotions, Heritage Days, a monthly newsletter, Christmas decorations and professional training. Although the current budget is effectively used by PDA staff to service Downtown's current needs, additional staff and funding is anticipated to support the level of service required by a larger and more prosperous Downtown. The types of activities which should be added to the effective promotion of Downtown in the future include coordinated window displays and facade treatments, additional information brochures, larger promotional events, extended hours of operation, improved signage, coordination of parking spaces, and recruitment of prospective tenants. Advertising and promotional services also will be used to minimize the effects of construction activities on existing businesses. These functions are supported in other Downtowns which are smaller and less active than Pleasanton.

Conversations with other Downtown project managers indicate that funding levels of $100,000 to $150,000 per year are required in order to support the activities necessary to effectively promote and market Downtown. In order to effectively compete with





DETAIL. DOWNTOWN PLAZA

FIGURE 9

STREETSCAPE IMPROVEMENTS:
CONCEPT PLAN AND DETAILS

FIGURE 10

SKETCH: LOOKING NORTH AT TYPICAL STREETSCAPE

PLEASANTON

MAIN STREET

SEPTEMBER, 1987

FIGURE 11

ARROYO DEL VALLE IMPROVEMENT CONCEPT

BEFORE

AFTER

shopping centers and other downtowns and meet its goal of increasing its capture rate to 14% of city-wide sales, Downtown must promote and market its advantages at a level similar to that of Stoneridge Mall and other shopping centers.

STRATEGY 1b. Maximize the attractiveness of commercial facades and merchandise visible in store windows

The Downtown Market Study identified Downtown's market niche as specialty retail which is a function of requiring sophisticated merchandising techniques. Because most specialty retail stores rely heavily on impulse buying, highly visible and attractive facades and window displays are essential to capturing the attention of pass-by shoppers. A number of techniques can be used by Downtown merchants to maximize the visibility of merchandise, including enlarging the size of window display space; changing displays according to seasonal themes; adding lighting, motion and color displays. Suggestions for improving exterior facades, awnings, and signage are contained in the Downtown Design Guidelines. Other Downtowns have successful utilized the expertise of design professionals to assist local merchants in the merchandising of their products. For example, the Pleasanton Downtown Association could sponsor a window display/facade improvement workshop to provide merchants with ideas for improving the attractiveness of their buildings and merchandise. Other cities provide low-interest loans, often using tax increment monies, to encourage building owners to invest in facade improvements.

STRATEGY 1c. Increase promotional advertising, brochures, events and themes

The major selling point of Downtown Pleasanton is its small town ambiance, historic character, and pedestrian scale. This competitive advantage needs to be promoted through advertisements, brochures, events and marketing themes.

Advertising should market the locational advantages, historic character and pedestrian environment of Downtown and should promote area-wide sales and events which focus community attention on the Downtown area. Brochures should be designed to attract the three major market segments supporting Downtown (residents, employees and visitors) and to promote the types of services available (restaurants, apparel, antiques, etc.). Brochures also can be successfully used to promote Downtown as a business location to attract potential tenants. These brochures should include profiles of available space, traffic volumes, tenant mix, sales projections, and demographics. Special events have been used successfully in Pleasanton in conjunction with Heritage Days and could be expanded to other off-peak seasons. The major advantage of these events is to lure new customers and

reacquaint old customers to the shopping opportunities available in the Downtown. Themes also can be used as a year-round reminder of Downtown as a destination. Gilroy successfully uses the garlic theme, for example, to reinforce the image of that town as a destination. Such a theme can be used as a logo in advertisements, on brochures, and as part of street signs to associate Downtown with an easily-identifiable image.

STRATEGY 1d. Extend hours of operation

As the market for Downtown goods and services expands, so will the demand for expanded business hours. Many successful Downtowns encourage their merchants to be open one night per week, usually Thursdays. This additional window of business hours enables an entire market segment which might not otherwise patronize Downtown to do so during these hours. Stoneridge Mall, for example, requires all of its tenants to remain open until 9:00 p.m. every night.

STRATEGY 1e. Recruit tenants which complement existing businesses and increase sales

The Downtown Market Study identifies specialty retail as the major focus and traditional, convenience goods and services as a minor focus of Downtown's target market. This market niche should be a major consideration in the recruitment of new businesses. The Market Study also identifies several types of stores which are projected to experience major growth in the Downtown area, including apparel stores, restaurants, and specialty retail shops. The success of Downtown will depend, in large part, on the ability of the City to attract a critical mass of these types of tenants. A critical mass, in the case of Downtown, is the provision of several stores selling a similar type of product and clustering within a walkable radius. This clustering of complementary uses can attract an entire market segment which relies on the comparison shopping typically afforded in shopping malls. For example, Downtown should strive toward attracting several women's apparel stores, several shoe stores, several antique stores, etc. in convenient clusters to enable shoppers to compare products and prices within easy walking distance. This technique is successfully used in shopping malls which require an exact number, mix and location of stores to maximize the sales potential of complementary retail businesses.

A fundamental component of a Downtown marketing strategy should be the identification of desirable businesses and the recruitment of those types of businesses by Downtown representatives. These representatives could consist of local volunteers such as a Realtor, a merchant, an attorney, and a banker whose skills and contacts would help in recruiting new businesses. Other cities

have successfully used such volunteer committees to recruit major chain stores or smaller shops from other locations. Another approach would entail the hiring of a professional recruitment firm to attract tenants meeting the City's needs. Brochures can be an effective tool in assisting such an effort, as can an information clearinghouse, sponsored by the Downtown merchants, which provides real estate and business brokers with a reliable source of information about existing market conditions.

STRATEGY 1f. Improve signage within and leading to Downtown

Another vital component of a Downtown marketing program is signage. The Pleasanton Downtown Association should work with the City Planning Department to find suitable locations within and leading to the Downtown. Signs should be located along major access roads, such as Sunol Boulevard, Bernal Avenue, Santa Rita Road and Stanley Boulevard routing traffic toward Downtown in general, and parking lots, in particular. Gateway signs, preferably echoing the Pleasanton Sign theme, should be located at each major entry to the commercial area. Directional signs within the Downtown area should be designed to meet the Downtown Design Guidelines and should direct residents, employees and visitors to selected attractions, employee and visitor parking, the Chamber of Commerce, and other locations. Kiosks or street directories should be considered as a means for patrons to locate specific businesses in the Downtown area. These displays also can be used to advertise Downtown events and can be designed into street furniture clusters along with newspaper racks, telephone booths, drinking fountains, and benches.

The costs associated with these marketing and promotion strategies are shown in Table 9.

CHAPTER 6
PHASING AND MONITORING OF DOWNTOWN IMPROVEMENTS AND STRATEGIES

The strategies and improvements described in the previous chapter will need to be phased over the next ten years or more, as funding and staff become available. Many of the actions to be taken fall into a logical sequence of events, although some are a matter of public policy. The following recommendations for phasing are based on projections of future conditions contained in Chapter 3, as well as priorities established by the City Council upon adopting the Downtown Specific Plan. Recommendations for monitoring the effectiveness of individual strategies are included, where appropriate, to provide a basis for recommending further improvements in subsequent years.

CAPITAL IMPROVEMENT PRIORITIES

	IMPROVEMENT	COST (1988$)
1.	Consolidation of surface parking lots	$ 4,992,000
2.	Improve existing streets, sidewalks, curbs, and gutters	11,949,600
	a. Upgrade water, sewer, storm drain, and utilities	
3.	Main Street landscaping, paving, plaza, furniture (8 blocks)	2,080,000
4.	Promotion and Marketing ($100,000/year)	1,000,000
5.	Realign Ray/St. John Intersection	2,844,400
6.	Restripe Main, Spring, and Division Streets	30,000
7.	Railroad Street Extension	2,256,800
TOTAL		$25,194,000

SHORT-TERM DOWNTOWN STRATEGIES

LAND USE STRATEGIES

Revise Zoning Ordinance to reflect Downtown planned land uses.

CIRCULATION STRATEGIES

Design and construct signs directing through traffic to Peters and First Streets and directing local traffic to Downtown business district.

PARKING STRATEGIES

Required shared access and parking for all new projects within mid-block consolidation areas (ongoing).

Begin consolidation of mid-block parking lots, as development dictates, and monitor use during peak hours.

Construct signs directing traffic to parking lots.

Work with merchants to designate employee parking areas.

Designate short- and long-term parking zones within Downtown.

DESIGN STRATEGIES

Commission design studies and construction drawings of Main Street Beautification improvements.

PROMOTION AND MARKETING STRATEGIES

Augment existing PDA staff with additional part-time or contract personnel.

Conduct facade treatment/window display workshops for merchants (ongoing).

Hire a professional firm to expand advertising campaigns (ongoing).

Produce new informational brochures and distribute to residents, employees, visitors, and prospective tenants (ongoing).

Test-market a monthly, nighttime business hours program.

Establish a Downtown Pleasanton Information Center for referrals by Realtors.

Form a Downtown Business Recruitment Committee (or hire a recruitment firm) to recruit potential Downtown tenants.

CHAPTER 7
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CHAPTER 8
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Although these committees reviewed portions of this document, their review does not necessarily imply an endorsement of the Specific Plan by their members or Boards of Directors. The contents and policies contained in this Specific Plan remain the sole responsibility of the Pleasanton Department of Planning and Community Development.

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